Compensation & Benefits Review

INDEX • Volume 27 • 1995

KEY

J/A:56 = July/August: Page 56
(F) = Feature Article
(GO) = Global Outlook
(LO) = Legal Outlook
(MIP) = Management in Practice
(SMM) = Speaking My Mind
(TP) = Team Pay

Subject Index

BENEFITS

A Guide to Offering Work/Life Benefits (F) ... J/F:41
Beyond the Tax Code: How Employee Needs Are Driving Benefits Design (F) ... J/F:29
Flexible Time Off: Pragmatic Approaches (F) . M/J:57

BROADBANDING

The Promise of Broadbanding (F) ... J/F:54
Broadbanding: A Strategic Tool for Organizational Change (MIP) ... N/D:40

COMMUNICATION

Communication's Vital Role in Redefining the Employment Relationship (F) ... J/F:65

COMPENSATION STRATEGY

Background for Compensation Professionals: What You Need to Know About Economic Value Added (F) ... M/A:33
Case Studies: Whirlpool, NIKE, Salomon, and PSEG (F) ... J/F:71
Designing Nimble Reward Systems (F) ... J/A:46
Exploring Three Pay Transition Tools: Readiness Assessment, Benchmarking, and Piloting (F) .. J/A:40
"Feedback Pay": Using Compensation as a Business Management Tool (F) ... M/J:62
How Self-Directed Work Teams Support Strategic Alignment (F) ... J/A:23
Introduction: How Are the New Pay Tools Being Deployed? (F) ... J/A:10
Moving One Notch North: Executing the Transition to New Pay (F) ... J/A:33
Reward Innovations in *Fortune* 1000 Companies (F) ... J/A:76
"Structureless" Salary Management: A Successful Application of a Modest Proposal (F) ... M/A:45
The New Pay: A Strategic Approach (F) ... J/A:14
Welcome to the New World of Economic Value Added (SMM) ... M/A:30

COMPETENCY PAY

Paying for the Skills, Knowledge, and Competencies of Knowledge Workers (F) ... J/A:55

DEFINED CONTRIBUTION PLANS

How Employees' Investment Decisions Are Linked to Your Bottom Line (F) ... J/F:38
IRS Approves "Wrap-Around" 401(k) Plans (LO) ... N/D:30
The Emergence of Customer Focus in Defined Contribution Plans (F) ... J/F:33

DIRECTOR'S COMPENSATION

Reforming Director's Compensation: Blue Ribbon Commission's Plan Lacks "Balance" (SMM) ... N/D:33

EXECUTIVE COMPENSATION

Smart Compensation Programs for Today's Regulatory Environment (F) ... S/O:47

GLOBAL OUTLOOK
Expatriate Failures: Too Many, Too Much Cost, Too Little Planning (GO) N/D:47
Expatriate Management: The Search for Best Practices (G0) M/A:21
The Role of Human Resources in China (G0) . S/O:39
Today's Expatriate Family: Dual Careers and Other Obstacles (GO) M/J:21

HEALTH CARE
Managed Care: Recent Cases Increase Employer's Liability Risk (LO) N/D:26
Shifting the Health Care Focus From Sickness to Wellness (F) J/F:47
The Case for Self Funding Corporate-Sponsored, Employee-Paid Long-Term Care Benefits (F) .. M/J:51
The Collapse of Health Care Reform—What Now? (F) M/A:69

HUMAN RESOURCES STRATEGIES
Aligning People Strategies with Customer Value (F) J/F:15
People Are More Valuable Than Ever (F)..... J/F:7
Transformational Research: A Tool for Creating the New Employer-Employee Relationship (F).. J/F:23

LEGAL OUTLOOK
Avoiding Misrepresentation in Early Retirement Incentives (LO) S/O:21
Beyond the Tax Code: How Employee Needs Are Driving Benefits Design (F)..... J/F:29
Effects of the GATT Bill on Retirement Plans (LO) M/A:5
IRS Approves "Wrap-Around" 401(k) Plans (LO) N/D:30
IRS's "User Friendly" Voluntary Compliance Program Shifts Emphasis From Penalties to Compliance (LO) M/J:7
Managed Care: Recent Cases Increase Employer's Liability Risk (LO) N/D:26
Private Ruling Confirms Importance of Determination Letters (LO) M/J:5

LETTERS
Readers Speak Their Minds: Letters S/O:32

MANAGEMENT IN PRACTICE
Broadbanding: A Strategic Tool for Organizational Change (MIP)..... N/D:40
Creating a Win/Win Situation: Omni Hotels' New 401(k) Plan (MIP) M/J:27
Reinforcing Team Effectiveness Through Pay (MIP) S/O:34

NONPROFIT COMPENSATION
Nonprofit Organizations: What Factors Determine Pay Levels? (F)..... S/O:53%

PERFORMANCE MANAGEMENT
A Proven Connection: Performance Management and Business Results (F)..... J/F:59
Dagwood Bumstead, Will You Ever Get That Raise? (SMM) S/O:25
Design, Implementation, and Results: Employee Involvement and Performance Reward Plans (F) M/A:45
Performance Management *Is* "Running the Business" (F) J/A:69
Response: How People Experience Evaluations of Performance (SMM) S/O:28
The Case of the Invisible Merit Raise: How People See Their Pay Raises (F) M/J:71

SPEAKING MY MIND
Reforming Director's Compensation: Blue Ribbon Commission's Plan Lacks "Balance" (SMM) N/D:33
Welcome to the New World of Economic Value Added (SMM)..... M/A:30
Dagwood Bumstead, Will You Ever Get That Raise? (SMM) S/O:25
What a Little Brain Work Can Do: Rethinking Workers' Compensation Problems (SMM)..... M/J:30

SPECIAL REPORT
The Board's Perspective: Compensation and the New Employment Relationship (F) M/A:37

STOCK OPTION DESIGN
How to Design a Successful Pre-IPO Stock Option Program (F)..... M/A:63

TEAM PAY
An Invitation to Join a Research Project and a Network: Paying Teams (TP)..... S/O:7
Balancing Group and Individual Rewards: Rewarding Individual Contributions to the Team (F) ... J/A:63
First Findings: The Team Pay Research Study (TP) N/D:6
Reinforcing Team Effectiveness Through Pay (MIP) S/O:34

WORKERS' COMPENSATION
Action at the State Level: The New Round of Workers' Compensation Controls (F) M/J:45
Capitalizing on the New Stability in Workers' Compensation (F) M/J:33
Nine Practical Suggestions for Streamlining Workers' Compensation Costs (F)..... M/J:40
What a Little Brain Work Can Do: Rethinking Workers' Compensation Problems (SMM)..... M/J:30

Author Index

Abbott, Randall K.
Flexible Time Off: Pragmatic Approaches (F) . M/J:57

Abosch, Kenan S.
The Promise of Broadbanding (F)..... J/F:54

Barnes, Karen
Communication's Vital Role in Redefining the Employment Relationship (F)..... J/F:65

Becker, Brian A.
Response: How People Experience Evaluation of Performance (SMM) S/O:28

Blair, Jeffrey (see Gross, Steven E.)

Brennan, John P./McKee, Beverly
"Structureless" Salary Management: A Successful Application of a Modest Proposal (F) M/A:56

Buyniski, Theodore R
Feedback Pay: Using Compensation as a Business Management Tool (F) M/J:62

D'Agostino, Anthony P.
Creating a Win/Win Situation: Omni Hotels' New 401(k) Plan (MIP) M/J:21

Fife, Raymond W.
How to Design a Successful Pre-IPO Stock Option Program (F) M/A:63

Gemeinhardt, Gretchen (see Werner, Steve)

Gross, Steven E./Blair, Jeffrey
Reinforcing Team Effectiveness Through Pay (MIP) S/O:34

Gubman, Edward L.
People Are More Valuable Than Ever (F)..... J/F:7
Aligning People Strategies with Customer Value (F)..... J/F:15

Gupta, Nina (see Mitra, Atul)

Hager, William D.
Capitalizing on the New Stability in Workers' Compensation (F) M/J:33

Haltom, Camille
Shifting the Health Care Focus From Sickness to Wellness (F) J/F:47

Hanson, Bruce B.
Background for Compensation Professionals: What You Need to Know About Economic Value Added (F) M/A:33

Haslett, Susan
Broadbanding: A Strategic Tool for Organizational Change (MIP)..... N/D:40

Heneman, Robert L./von Hippel, Courtney
Balancing Group and Individual Rewards: Rewarding Individual Contributions to the Team (F) J/A:63

Hewitt, Associates
Case Studies: Whirlpool, NIKE, Salomon, and PSEG (F)..... J/F:71

Jenkins, Douglas, Jr. (see Mitra, Atul)

Kaplan, Samuel X.
The Case for Self Funding Corporate-Sponsored, Employee-Paid Long-Term Care Benefits (F) M/J:51

Kenney, Suzanne M.
Transformational Research: A Tool for Creating the New Employer-Employee Relationship (F).... J/F:23

Kryvicki, Robert
Reforming Director's Compensation: Blue Ribbon Commission's Plan Lacks "Balance" (SMM). N/D:33

Lawler, Edward E. III (see also Ledford, Gerald E. Jr.)
The New Pay: A Strategic Approach (F) J/A:14

Ledford, Gerald E. Jr.
Designing Nimble Reward Systems (F)....., J/A:46
Paying for the Skills, Knowledge, and Competencies of Knowledge Workers (F) J/A:55

Ledford, Gerald E. Jr./Lawler, Edward E. III/Mohrman, Susan Albers
Reward Innovations in *Fortune* 1000 Companies (F) J/A:76

Longnecker, Brent M.
Smart Compensation Programs for Today's Regulatory Environment (F)..... S/O:47

Lorenz, Charles L.
Nine Practical Suggestions for Streamlining Workers' Compensation Costs (F)..... M/J:40

MacDonald, William L.
IRS Approves "Wrap-Around" 401(k) Plans (LO) N/D:30

Maddock, Raymond R.
The Emergence of Customer Focus in Defined Contribution Plans (F)..... J/F:33

McAdams, Jerry L.
Design, Implementation, and Results: Employee Involvement and Performance Reward Plans (F). M/A:45

McDonald, Danielle/Smith, Abbie
A Proven Connection: Performance Management and Business Results (F)..... J/F:59

McKee, Beverly (see Brennan, John P.)

Mitra, Atul/Gupta, Nina/Jenkins, Douglas, Jr.
The Case of the Invisible Merit Raise: How People See Their Pay Raises (F) M/J:71

Mohrman, Allan M. Jr./Mohrman, Susan Albers (see also Ledford, Gerald E. Jr.)
Performance Management *Is* "Running The Business" (F) J/A:69

Morgenstern, Marlene L.
The Board's Perspective: Compensation and the New Employment Relationship (F) M/A:37

Ochsner, Robert C.
Welcome to the New World of Economic Value Added (SMM)..... M/A:30

Reece, Diana
The Collapse of Health Care Reform—What Now? (F) M/A:69

Schuster, Jay R. (see Zingheim, Patricia K.)

Seaman, Richard
How Self-Directed Work Teams Support Strategic Alignment (F) J/A:23

Sladek, Carol
A Guide to Offering Work/Life Benefits (F) J/F:41

Smith, Abbie (see McDonald, Danielle)

Snarr, Brian
Avoiding Misrepresentation in Early Retirement Incentives (LO) S/O:21
Effects of the GATT Bill on Retirement Plans (LO) M/A:5
Managed Care: Recent Cases Increase Employer's Liability Risk (LO) N/D:26

Private Ruling Confirms Importance of Determination Letters (LO) M/J:5

Steinberg, Allen T.
Beyond the Tax Code: How Employee Needs Are Driving Benefits Design (F)..... J/F:29

Swaak, Reyer A.
Expatriate Failures: Too Many, Too Much Cost, Too Little Planning (G0) N/D:47
Expatriate Management: The Search for Best Practices (GO)..... M/A:21
The Role of Human Resources in China (GO) S/O:39
Today's Expatriate Family: Dual Careers and Other Obstacles (GO)..... M/J:21

Tompkins, Neville C.
Action on the State Level: The New Round of Workers' Compensation Controls (F) M/J:45

Turnasella, Ted
Dagwood Bumstead, Will You Ever Get That Raise? (SMM) S/O:25

Veeneman, David C.
How Employees' Investment Decisions Are Linked to Your Bottom Line (F) J/F:38

Voiss, Daniel V.
What a Little Brain Work Can Do: Rethinking Workers' Compensation Problems (SMM)..... M/J:30

von Hippel, Courtney (see Heneman, Robert L.)

Werner, Steve/Gemeinhardt, Gretchen
Nonprofit Organizations: What Factors Determine Pay Levels? (F) S/O:53

Zingheim, Patricia K./Schuster, Jay R.
Exploring Three Pay Transition Tools: Readiness Assessment, Benchmarking, and Piloting (F) J/A:40
First Findings: The Team Pay Research Study (F) N/D:7
Introduction: How are the New Pay Tools Being Deployed? (F)..... J/A:10
Moving One Notch North: Executing the Transition to New Pay (F) J/A:33

Compensation & Benefits Review

...THE TIMELY SOURCE FOR TIMELY INFORMATION!

No one knows better than you how important it is to keep your staff, customers, and prospects well informed on the need-to-know changes and trends in compensation and benefits. High-quality reprints are ideal for circulating to your employees to keep them current on what's happening. They're also the perfect choice for media kits, trade shows, prospect introduction mailings, and lots of other uses. And, there is no better source for your information than *Compensation & Benefits Review.*

Call toll-free for quotes on quantities as low as 50 copies. We can tailor the reprint design and layout to meet your needs—and for orders of 1,000 or more we will add your company logo (a $50.00 value)—FREE.

Contact Jody Lister, Reprint Operations Specialist, Reprint Management Services, 1-800-644-2464 (Canadian/Foreign 717-560-2001). Fax: 717-560-2063.